

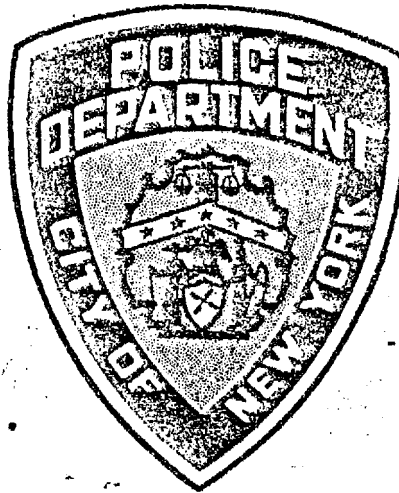
MEMORANDUM FOR: Ambassador L. Douglas Heck  
Coordinator of the Cabinet  
Committee Working Group on  
Terrorism

On the chance that you may not have seen the attached, I am sending you a copy of the Tactical Manual for Hostage Situations that is now in use within the Police Department in New York City. I found that Chapter 1 on tactics is well written and intelligently pragmatic. You might find it of some assistance.

Date 8 November 1976

FORM 101 USE PREVIOUS  
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# TACTICAL MANUAL FOR HOSTAGE SITUATIONS

**MICHAEL J. CODD**  
*Police Commissioner*